MODEL PROJECT FROM CITY OF COLUMBUS FIRE DEPARTMENT

Mr. James Cunningham, Interim Fire Chief

Benefit to the Agency

"The Certified Public Manager Program has provided numerous opportunities for growth for our employees who have participated in this specialized program. It has provided opportunities to affect change in the way we do our work and in the services we provide to the community so that we can be more efficient in our jobs by implementing safety measures for our employees and the public we serve. This is a very worthwhile program that has greatly benefited our department."

~James Cunningham, Interim Fire Chief

STANDARD OPERATING GUIDE: APPARATUS POSITIONING

Author: Richard Graves

Project Synopsis:

In 2002, authorities documented seven U.S. firefighter fatalities due to being struck by moving vehicles; of those, five occurred while firefighters were working in or near moving traffic, at fires, or traffic accident scenes. Safety of personnel is a major goal of the Columbus Fire Department. We have created standard operating guidelines for our personnel to use to increase their safety and the public's safety at an incident involving moving traffic around emergency vehicles. We achieved these guidelines by meeting with captains, extrication team leaders, police, and ambulance department personnel to draw up procedures that would meet the fire department needs. We educated the fire, police, and ambulance service personnel on these guidelines. At this time we are using these guidelines and monitoring their effectiveness of keeping our personnel safe. It will be an ongoing process of evaluating and education to make sure these guidelines continue to keep our personnel and the public safe.

Author's Perspective:

"The CPM classes and project have given me a greater insight on how to make change come about. I have learned many valuable skills through this program that would not have been available otherwise through the workplace. Thank you."

~Richard Graves, Columbus Fire Department

History:

The volunteer fire department of the 1880's and "Gay Nineties" in Columbus, MS was a vital and exciting part of the life of the community. What it lacked in modern equipment, it made up in color, vigor, and social prestige. Representing a cross section of the male population, both black and white, it included five companies: the Lurline, the Luxapalila, the Hook and Ladder company, the Coal Cart and the Rough and Ready, who were all dedicated to extinguishing the frequent fires which threatened the beautiful hilltop town overlooking the Tombigbee River. There was much rivalry and competition among the companies, and each fire was the occasion of an exciting race and the laurels went to the company that was successful in throwing the first stream on the building.

Today, the Columbus Fire Department, based at 5 stations and made up of 70 full-time men and women, is still dedicated to fighting fires as well as educating the public in fire prevention. In a partnership with EMCC and SBCJC, Columbus Fire Departments EMT-Basic, Extrication, Haz-Mat, Rope Rescue/Confined Space specialty teams train over 12,000 documented hours yearly at the local stations, the MS Fire Academy, the National Fire Academy, as well as other recognized outstanding training facilities across the nation. The department has utilized the expertise of the East Mississippi Community College in EMT-B certification and training, computer training, Command Spanish and most importantly, has provided a vision for future leaders in an extensive leadership training course for 25 of the fire departments management. The Columbus Fire Department is proud of the work they do for the City of Columbus as they continue the excellent tradition of the first fire fighters of the community of the past.

Mission:

The mission of the Columbus Fire Department is "to protect life and property due to fire, medical and environmental emergencies within the community, through public education, code management and incident response."



MODEL PROJECT FROM THE CITY OF HATTIESBURG Mr. Eddie Myers, CPM, Director of Admin.

Benefit to the Agency

"The Certified Public Manager program has provided outstanding training for several managers with the City of Hattiesburg. As with most municipalities and state agencies, the City of Hattiesburg has a continuous need for great leaders who show long-term commitment and dedication. The City always attempts to internally promote employees into management level positions. Although these employees exhibit leadership potential, quite often an individual may have little or no formal management education or training. The CPM program provides these employees the management tools needed to fill City needs while instilling self-worth and internal pride. After completion of the CPM program, these employees are better able to represent the city's and our citizen's best interests in a large arena of public opinion. Also, the employees that have completed the program, as well at those currently participating, have completed projects that have been beneficial in streamlining many areas of city services. This has provided the taxpayers with more efficient and economical services. The Certified Public Manager program is a win-win situation for both the City and the employees."

~Eddie R. Myers, CPM, Director of Administration/City Clerk, City of Hattiesburg

AUTOMATED SYSTEM FOR TERM BIDS/CONTRACTS FOR THE CITY OF HATTIESBURG

Author: April Lazenby

Project Synopsis:

A major trend in today's technology is to create a world that is virtually free of paper - the paperless efficiency revolution. In keeping with this trend, there are numerous departments within the City of Hattiesburg that could use automated processes instead of paper processes. For the purpose of this project, I focused on the Purchasing Department. It is the sole responsibility of this department to maintain a yearly term bid/contract process for City staff to use. I developed a plan that automated the existing process, which achieved the goals of being less time consuming for the Purchasing Staff, more cost efficient and maintenance free for end user staff.

Author's Perspective:

"The MCPM program has provided me with knowledge of what the true definition of being a great manager/leader is and has provided me the necessary skills and confidence to achieve being one."

~April Lazenby, City of Hattiesburg

History:

Hattiesburg was founded in 1882 by Captain William H. Hardy, pioneer lumberman and civil engineer. The City of Hattiesburg was incorporated in 1884 with a population of approximately 400. Originally called Twin Forks and later Gordonville, Hardy gave the city its final name of Hattiesburg, in honor of his wife Hattie. In 1985, the City of Hattiesburg elected its first officials under the Mayor/Council form of government. The City Council is the legislative authority of the municipality and is charged with adopting laws and setting policy for the City as a whole. Service on the City Council is for a term of four years and is classified as a part-time position. The Mayor serves a four year term and is the executive authority for the administration of the City of Hattiesburg.

Mission:

It is the mission of the Department of Administration to continue to provide a streamlined and cost effective operation for the citizens we serve as well as the other departments of the City that we support.



MODEL PROJECTS FROM THE MS DEPARTMENT OF CORRECTIONS

Mr. Christopher B. Epps, Commissioner

Benefit to the Agency

"The Certified Public Manager program is a training curriculum that successfully builds employee management and leadership skills. I have noticed a vast difference in the quality of decisions made and the work consistency demonstrated by our employees who have graduated from the program."

~Christopher B. Epps, Commissioner, Mississippi Department of Corrections

CORRECTIONAL OFFICER MENTOR PROGRAM

Author: Ron King

Project Synopsis:

The Correctional Officer retention rate is a key concern for my agency. High correctional officer turnover rates during the initial six months of employment have a significant financial impact on the agency and exhaust the pool of qualified applicants. An analysis of the reasons for correctional officer turnover was made by key administrative personnel. Policy violations and job dissatisfaction are main areas of concern. Ways to correct the problem were explored, and it was decided that a mentoring program should be developed. The program that was developed, in addition to standard training, includes a focus on the objectives of a measurable outcome, and provides the additional training and support that is needed for new officers to develop personally and professionally in the unique work environment of our agency. At the end of the six month program, mentees will complete a survey. Using information from that survey, mentor/mentee documentation gathered during the course of the program, personnel statistics, and input from mentors and other key personnel, the success of the program will be evaluated and recorded on an evaluation/assessment form. Results will be discussed and any necessary changes for improvement will be implemented.

Author's Perspective:

"I thoroughly enjoyed my participation in the MSCPM Program. In addition to obtaining some outstanding leadership training, I was able to interact with other agency managers from various fields. The program has been extremely beneficial in enhancing my overall managerial skills."

~Ron King, MDOC-South MS Correctional Institution

History:

The South Mississippi Correctional Institution (SMCI) was established in 1989. It is Mississippi's newest state prison and the first prison in the state to receive accreditation from the American Correctional Association. SMCI was also the first state prison in Mississippi to be accredited by the National Commission on Correctional Health Care. SMCI is located on 360 acres at Leakesville, MS in Greene County. There are 19 housing units at SMCI with a capacity of 2,306 beds. SMCI houses male offenders only who are classified to primarily minimum and medium security levels. Approximately 140 maximum security level offenders are also housed at SMCI.



NON-TACTICAL ADMINISTRATIVE FIREARMS TRAINING

Author: Greg Duncan

Project Synopsis:

The Mississippi Department of Corrections has approximately 40 employees who are in middle to upper level non-tactical management positions. These positions include the commissioner, deputy commissioners, superintendents, wardens, deputy wardens, assistant wardens and community corrections directors. These employees are not permitted to carry firearms in their position. The purpose of this CPM Project is to develop a training curriculum that would permit these employees to carry firearms.

Author's Perspective:

"The MCPM Program enhances the skills of management personnel for Mississippi State Government. The curriculum design has allowed me to build layers of expertise in a classroom environment that I can apply to the realities of the workplace."

~Greg Duncan, MS Department of Corrections

History:

The Mississippi Department of Corrections (MDOC) was established by the Mississippi State Legislature in 1976 (Section 47-5-1 of the Mississippi Code). Mississippi has operated a correctional system for more than 160 years, with the first prison opening in Jackson on April 15, 1840, on what is now the site of the New Capitol Building. The MDOC protects public safety by providing care, custody, control and treatment of convicted felons. In FY-2004, through a network of three state institutions, five private prisons, eleven county regional facilities and seventeen community work centers, the MDOC provided security, custody and control and care for 23,996 (includes ERS, ISP) inmates. An additional 21,608 felony offenders were supervised through four restitution centers and sixty six probation and parole field offices statewide.

Mission:

The mission of the Mississippi Department of Corrections is to provide and promote public safety through efficient and effective offender custody, care, control and treatment consistent with sound correctional principles and constitutional practices.

MODEL PROJECTS FROM INFORMATION TECHNOLOGY SERVICES Mr. David Litchliter, CPM, Executive Director

Benefit to the Agency

"The Mississippi Department of Information Services (ITS) has been a supporter of the Certified Public Manager Program since its inception. The program provides a great opportunity for government managers to sharpen their skills in the area of supervisory management and allows the participants to learn from and appreciate the management issues that are faced by their peers in other government agencies. The instructors and curriculum are top-notch!"

~David Litchliter, CPM, Executive Director, MS Dept. of Information Technology Services

DOCUMENTATION OF BUILDING PROCUREMENT PROJECT PROCEDURES

Author: Jeff Jennings

Project Synopsis:

Many state agencies must work together to accomplish the required tasks for those agencies. Often times procedures are not established when those processes begin. One agency currently handles numerous project responsibilities for another agency, and all of these responsibilities are directed through one individual at each respective agency. This has been beneficial in establishing good working relationships between the agencies, and has greatly resolved many issues of poor communication. However, other issues have been born as a result of this process. Projects are dependant of each of these individuals, and progress can be limited by lack of manhours able to be supplied with limited personnel. Also, with no defined set of procedures, project requirements may be overlooked. This has left each agency vulnerable to project requirements being inadvertently omitted, delays in project progress, and many other potential mistakes.

A workflow of previous and existing projects was created. This workflow was then provided to multiple consultants responsible for performing like tasks. With feedback and involvement from the consultants and management, a set of defined procedures was created. This set of procedures should provide a defined set of tasks to complete most normal requirements associated with these projects. This will allow for multiple individuals to be able to complete these tasks and allow anyone the ability to check a current project status and begin work on a project throughout any level of completion. This set of procedures must be considered a living document that can be altered as processes change to meet each agencies' requirements and to allow for changes to correct any new issues that may arise.

Author's Perspective:

"My participation in CPM Levels I-III has provided me with many new resources received through networking with others in state government, classroom teachings and printed materials. As a requirement of this program, I was able to address a known problem within our current processes through my CPM project, and establish a set of procedures for correcting some of these issues. Thank you for a rewarding experience."

~Jeff Jennings, MS Department of Information Technology Services



BREAKING THE BARRIERS THROUGH QUALITY CUSTOMER SERVICE

Author: Susan McClain

Project Synopsis:

The future of Mississippi government depends on efficient execution of the services it provides to its customer. My division's role is to provide ongoing education designed to enhance and improve the computer and telecommunications skills of state government personnel. We aim to provide an exceptional quality of training to state employees to meet their complete technology training needs. I met with my division director to identify the training services we provide to our customers and ways to expand and improve those services. The customer, ultimately, is the judge of the quality of service provided. In an effort to improve our quality of training and in an attempt to limit the number of students taking classes for which they clearly are not qualified, we implemented several changes to our existing training program, including a pre-course evaluation form for students to complete prior to attending training sessions to ascertain their skill and knowledge levels prior to attending a class. We also implemented pre- and post-tests to be administered in each class to measure actual knowledge gained from their training experience. We also had each student complete a post-course evaluation form to track the skills the students gained from the class. We continue to monitor the course evaluation forms from each class. Overall, the core group surveyed is pleased with the progress of the training provided by the ITS Institute. We will continue to provide a high quality of information systems training to state employees and to develop new methods of measuring the effectiveness of our training program.

Author's Perspective:

"Participation in the CPM program has been an extremely rewarding experience. The quality of instructors and the professionalism of the CPM staff are outstanding. The training received, knowledge gained, and contacts made through this program are invaluable. The CPM program prepares participants to become successful managers who enhance the strength of their agencies and MS state government."

~Susan McClain, MS Department of Information Technology Services

History:

The Mississippi Department of Information Technology Services (ITS) was created as the Central Data Processing Authority (CDPA) by the Mississippi Legislature in 1970 to improve long-range planning coordination and establish a central point responsible for the fiscal management of data processing functions in state agencies, institutions of higher learning, and community colleges. ITS came about as a result of a reorganization in FY95 and FY96 that changed CDPA to ITS.

Mission:

The Mississippi Department of Information Technology Services (ITS) provides statewide leadership and services that facilitate cost-effective information processing and telecommunication solutions for agencies and institutions. We strive to be:

Service Oriented: Partnering with our customers to use information technology to achieve their business goals.

Technology Leaders: Working with agencies and institutions to explore emerging technologies and to set policies, standards, and guidelines.

Facilitators: Communicating effectively with customers, on both an executive and technical level, to identify potential opportunities for information technology in the State.

Resource Providers: Providing the infrastructure resources to support information technology.



MODEL PROJECT FROM BOSWELL REGIONAL CENTER Mr. Raymond Johnson, CPM, Director

Benefit to the Agency

"At Boswell Regional Center, we strive to provide a solid working relationship, even a partnership, between managers and staff. It is imperative that we work together for the common good of those we serve. I personally believe it's that type of teamwork and openness that most separates us from other agencies. However, achieving this type of open environment does not come naturally for some, which is where the CPM Program comes into play. When our staff members graduate from the program, they are more than prepared to lead others in today's challenging, ever-changing workforce. Put simply, CPM prepares managers for success."

~Raymond Johnson, CPM, Director, Boswell Regional Center

COMPREHENSIVE CURRICULUM-BASED TRAINING GUIDELINES FOR RETIREMENT ELIGIBLE INDIVIDUALS AT BOSWELL REGIONAL CENTER'S INTERMEDIATE CARE FACILITIES FOR THE MENTALLY RETARDED GROUP HOMES – BOSWELL REGIONAL CENTER

Authors: Daniel Britt and Michael Jones

Project Synopsis:

The structure and character of America's population is such that Americans are generally living longer than ever before. Each successive Census has revealed a dramatic growth in the number of Americans who enter retirement age, a point in their lives where worklife takes on less importance and new life challenges begin. Over the years, we in America have paid little attention to the needs of our nation's older population with mental retardation, in many instances, essentially denying entry into the many retirement opportunities enjoyed by other Americans.

As directors at two of Boswell Regional Center's Intermediate Care Facilities for the Mentally Retarded Group Homes, we are determined to develop training guidelines for the direct support staff, enabling them to provide age appropriate activities for our retirement eligible individuals. Utilizing expertise gained from a tour of a Department of Mental Health ICF/MR Group Home presently providing services to retirement eligible individuals, as well as, pertinent research information, we will develop a pre-training needs assessment. We will use the assessment to determine targeted support staff's knowledge level pertaining to retirement-based training. When the support staff's knowledge level has been determined, a Comprehensive Curriculum-Based Training Guideline will be formulated. Implementation, evaluation and assessment of the

guidelines will take place, establishing a foundation of knowledge within the direct support staff that will enable them to provide meaningful, life enriching retirement-based activities for the individuals we serve.

Author's Perspective:

"By participating in the Mississippi Certified Public Manager Program, I have been able to broaden my perceptions and expectations of what it means to be a manager. The skills that I learned during Levels I-III have enabled me to be a more effective manager of the staff that I supervise, which in turn increases the quality of life for the individuals we serve at Boswell Regional Center."

~Daniel E. Britt – Boswell Regional Center

Author's Perspective:

"I am convinced our CPM program is the best in the nation, providing leadership skills that can translate into immediate improvements both for the employer and the employee. The CPM program is an investment for any agency who wishes to get the most out its employees. The professional practices, confidence, friendships and principles will remain with me for the rest of my career and life."

~Michael Jones - Boswell Regional Center

History:

Boswell Regional Center began operation in July 1976, by the State of Mississippi on the grounds of what was formerly known as the Mississippi State Tuberculosis Sanatorium. The "Sanatorium" was nationally recognized as the state's only hospital and residential center for those suffering from tuberculosis. Since 1976, Boswell Regional Center has grown from a center that provides services for 35 individuals with mental retardation and other developmental disabilities solely at the Sanatorium campus (now know as Magee) to serving over 350 at facilities located in Magee, Mendenhall, Brookhaven, Wesson, and Meadville.

Mission:

Boswell Regional Center provides Mississippians with mental retardation and other developmental disabilities, a comprehensive array of service options promoting independence and an optimal quality of life. Through an active partnership of client, family, staff and community, these service options are designed to enhance each client's quality of life through teaching skills that aid in reaching personal potential.



MODEL PROJECT FROM HUDSPETH REGIONAL CENTER Dr. John P. Lipscomb, Director

Benefit to the Agency

"The CPM Program provides an eclectic training program for individuals interested in governmental administration. CPM trainees not only are introduced to a wide variety of topics relevant to their employment, but also gain a valuable experience in working with individuals from other agencies and fields. CPM graduates at Hudspeth Regional Center have uniformly proclaimed the value of the program and encouraged others to participate."

~Dr. John Lipscomb, CPM, Director, Hudspeth Regional Center

IMPLEMENTATION AND EFFECTIVENESS OF BEHAVIOR SUPPORT PLANS FOR INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES

Author: Mark Pang

Project Synopsis:

The goal of my division is to provide the most ethical and professional psychological services to individuals who function in the ranges of severe and profound mental retardation. In conjunction with staff from other disciplines and members of family, guardians, or correspondents of clients, interventions to improve appropriate behavior and to decrease aberrant behavior are implemented. Through direct observation of client behavior, appropriate and inappropriate behaviors are identified. Behavior Support Plans (BSP) are implemented to improve desired behavior as a replacement for aberrant behavior. Behavior Support Plans outline in detail specific steps that should be followed to improve client behavior. Programs are reviewed on a monthly basis. Problems arose due to the lack of consistency in following the Behavior Support Plans. Psychology staff worked with building staff to ensure compliance with the plans. Inservices were conducted to ensure that building staff understood each component of the plan. Training also included modeling by the use of verbal cues as well as hand over hand directions to demonstrate the appropriate behaviors. Direct observations by psychology staff as well as from staff from other disciplines were conducted to determine the effectiveness of the BSPs. Client progress was documented daily on both behavior report forms and direct observation sheets. Effectiveness of the BSPs was determined by quantifiable progress toward client goals (e.g., complied with 25% of task request for 3 consecutive months). There is still much variance in whether the incompletion of the client's goal is actually due to the lack of consistency of the implementation of the BSP or attributed to the lack of skills of the client which may preclude him/her in accomplishing his/her respective goal. Based on the cyclical behaviors of clients, the learning curve which results from the addition of new staff, attrition of staff, and undocumented

behavior reports, consistent implementation of BSPs may render it ineffective in certain cases. Ensuring that clients' goals are achievable and continued staff training specifically on teaching appropriate skills should continue.

Author's Perspective:

"The Certified Public Manager's Program provided a great opportunity for individuals from diverse agencies to interact and learn from each other. The theories and applications covered throughout the program could be used in every type of organization."

~Mark Pang, Hudspeth Regional Center

History:

Hudspeth Regional Center is one of five Departments of Mental Health state operated facilities providing comprehensive regional services to individuals with the primary diagnosis of developmental disabilities or mental retardation. Originally opened in 1962 as an "annex" of the Mississippi State Hospital, Hudspeth became a separate facility in 1974. The facility is located in Rankin County and is a licensed Intermediate Care Facility for persons with Mental Retardation (ICF/MR), providing 24 hour care for approximately 288 individuals. In addition, many more individuals receive an array of services through the facility's Community Service Programs. The services can include Early Intervention, ICF/MR Group Homes, Community Living, Employment Services, workshops, Case Management, Foster Grandparents, Home & Community Based Waiver Services and Diagnostic & Evaluation Services.

Mission:

Hudspeth Regional Center is a team dedicated to excellence in providing individualized services for persons with disabilities. We advance personal growth and productivity by offering opportunities for choice, achievement and success in all aspects of living.



MODEL PROJECT FROM NORTH MS REGIONAL CENTER Dr. Carole Haney, Director

Benefit to the Agency

"The North Mississippi Regional Center values training for all of our staff. The Certified Public Manager's program is an outstanding training opportunity that facilitates professional development for our management staff. We recognize the benefits of this training every day with employees who have attended this program being more confident in their jobs and management responsibilities. It is money and time well spent for a great return to our agency."

~Dr. Carole Haney, Director, North MS Regional Center

QUICK REFERENCE GUIDE FOR DATA ENTRY INTO THE PERSONAL PLANNING SYSTEM FOR PSCHOLOGY STAFF

Author: Kevin Howell

Project Synopsis:

All departments are required to provide accurate information so that information may subsequently be distributed to parents, guardians, or surrogates of our consumers. Since November 2002, my department, along with all other programmatic departments, have been switching to a new computer program to facilitate the gathering and dissemination of that information. In the beginning, a committee was formed to decide on the best course of implementation of the new program. Since that time, the responsibility for training new employees, as well as longer-term staff, has fallen to the respective committee members. My project involved the development of a quick-reference handout to assist in that training and to make readily available, the procedures necessary to accurately enter information into the system. Questions related to information entry that once occurred several times per week now occur once or twice a month

Author's Perspective:

"The Mississippi Certified Public Manager Program has provided valuable training, experience, and guidance for providing supervision to others. The broad base of experiences of both the instructors as well as the participants from other agencies has been most beneficial."

~Kevin Howell, North MS Regional Center

History:

The North Mississippi Regional Center in Oxford operates under authority of the State Department of Mental Health to provide an array of services to citizens with developmental disabilities in the northern 23 counties of the state. NMRC was created by state statute in 1968 to offer diagnostic and evaluation services, training, rehabilitation, residential care, and research into the causes and treatment of mental retardation and related disabilities. The Center opened in August 1973 and since that day, a steady demand for NMRC services has been matched by generous legislative support and steady growth. Today, the North Mississippi Regional Center provides licensed care and active treatment to 280 clients on its main campus and 190 clients at 19 community homes in 10 north Mississippi communities. In addition, more than 2500 citizens are served by NMRC's community-based services across north Mississippi. The North Mississippi Regional Center offers programs in each one of the 23 counties in north Mississippi. The Center's traditional group homes, supported living apartments, work activity/prevocational centers, supported employment programs, early intervention and day habilitation programs, assistive technology services, and waiver serves offer increased opportunities for citizens with developmental disabilities to achieve greater independence in their home communities. As NMRC enters its 33rd year, more than 1,100 staff members representing 25 specialized departments work toward a common goal - the highest level of self-sufficiency and independence possible for each client in his or her most integrated setting.

Mission:

To provide quality care for each client, with dignity and respect, in the most integrated setting, and to provide comprehensive services to our consumers.



MODEL PROJECTS FROM THE MS DEPT. OF TRANSPORTATION

Mr. Larry L. "Butch" Brown, Exec. Director

Benefit to the Agency

"The Mississippi CPM Program is one that the Mississippi Department of Transportation (MDOT) firmly believes in and supports. It has provided superior training to our management team. Talk about success! Currently, MDOT has a total of 60 managers participating in the program and 12 managers have already received their CPM Designation."

~Larry L. Butch Brown, Executive Director, MS Department of Transportation

QC DATA MIGRATION TOOL AND FORMAT

Author: Steven Mark Holley

Project Synopsis:

In 2001, my agency began the process of implementing a construction management tool known as Site Manager. This tool assists in the management of data on construction projects. The tool is currently being used in about 8 states nation wide and is currently being implemented in about 15 more. Site Manager requires all project information to be entered into a computer database and makes payment to contractors based on that information. My agency began using this tool on all projects February 16, 2005.

One difficulty in the implementation of this tool was the fact that my agency relies on contractors for "Quality Control" (QC) on certain materials. These materials require a large amount of data from QC tests performed daily by the contractor to be submitted before payment can be made. In previous contracts these test results were submitted via a daily fax report and someone had to manually check and approve them. This project entitled "QC Data Management Tool and Format" designed a computer program that allows the contractor to electronically submit their QC data and then in turn it can easily be transferred into Site Manager.

The result of this project is a program that will reduce the number of errors associated with having to enter all QC by hand and that will not burden employees with additional duties of retyping QC data into the Site Manager system. An additional result for this project was the development of other similar applications to enter Quality Assurance (QA) test results performed by my agency into Site Manager by the same method. The states of Alabama, South Carolina, and Vermont have also contacted my agency with the request to review the method we developed for possible use in their system.

Author's Perspective:

"The CPM Program provides tools that are valuable to the development of qualified managers in the public sector. I feel that the inter-agency contact provided in the program is perhaps the greatest benefit of the program as it leads to a broader understanding of state government."

~Steven Mark Holley, MS Department of Transportation



STATEWIDE ENHANCED DEPARTMENTAL EMPLOYEE ASSISTANCE PROGRAM

Author: Robert Taylin

Project Synopsis:

The Mississippi Department of Transportation has operated a limited employee assistance program of one kind or another since the mid 1980's. After several attempts at internal change to meet apparent shortfalls in level and scope of service, it was decided to explore privatizing the program by contracting with a professional non-profit provider. Our vision was to broaden the scope of problems addressed and to increase reliable coverage throughout the state for all 3200 employees on a cost effective basis. The transition made it necessary to install accountability to assure standards of service and control costs. We contracted for a review of the pertinent research literature with an emphasis on reliable and consistent goal measurements. We structured our contract and selected our array of services based on independent recommendation, in order to avoid preconceived internal notions and nonscientific criteria. We engaged our regional mental health system to operate and independent counseling program for our employees and family members on a statewide basis, using a dedicated individual counselor to conduct face to face sessions within specific response times. We have a reporting system of jointly decided quality indicators, statistical data, outcomes and performance measures with future compensation rates dependent on goal achievement.

Author's Perspective:

"To date, I have enjoyed each level of the CPM program. The material was meaningful and timely. The instructors, without exception, drew a maximum effort from me while keeping the curriculum interesting and enjoyable. The staff of Mississippi State Personnel Board is to be commended for skill and attention with which they coordinate and manage all phases of this program. Thank you for the opportunity to participate."

~Robert "Bob" Taylin, MS Department of Transportation



COMPLAINT/INCIDENT FORM

Author: Nick Walters

Project Synopsis:

The Mississippi Department of Transportation records problems with the roadway from the public on a form titled the "Complaint/Incident" form. Currently this 8 ½" X 11" sheet of paper is filled out by hand with the description of the problem from the public. This method of recording problems has been implemented since the early 1980's. The goal of this project is to computerize the Complaint/Incident form and electronically store them in a data base for search capabilities. This goal was only partially achieved because of some needed computer software that will route and track the initial form. This software is being developed by our Information Technology Department at our central offices and has yet to be deployed. Some successes of the project are an electronic format of the Complaint/Incident form being developed, resulting in completed forms that are now legible. Time saved emailing the form to the responsible supervisor for corrective action instead of US Mail, and the ability to store these complaints electronically. When our Information System Division deploys the new software, MDOT will enjoy the benefits of modernizing this process.

Author's Perspective:

"This program has benefited me by providing quality training in management practices and principles that are applicable to my duties here at work. An additional benefit of the CPM program is the network of friends with other state agency participants that is developed as you work your way through the program."

~Nick Walters, MS Department of Transportation



STREAMLINING NEW SERVICES

Authors: Don Grayson, Kathy Howard, and Janet Lee

Project Synopsis:

As MDOT's Information Systems Division (IS) has grown in size and scope of responsibility, we have experienced 'growing pains.' There is an ever-increasing demand for our services, which keeps us so busy that prioritization of projects and internal communications are not conducted in a streamlined and efficient manner. This project was an effort by three managers of application development (i.e., New Services) units in the IS Division to improve prioritization of projects and to improve communications with our CIO, with our peers, and among our staffs. To this end, we have implemented several new structures: bi-weekly meetings with the New Services peers; monthly meetings with all New Services staff; monthly meetings with the all IS managers under the CIO level; a reporting tool to highlight projects and priorities; a reporting tool to highlight staff assignments over time. Success was measured by such factors as a common sense of priorities, greater empathy with our co-workers, and increased job satisfaction.

Author's Perspective:

"The CPM program has helped me appreciate the unique challenges of being a manager. It has given me a toolset to understand and handle these challenges."

~Don Grayson, MS Department of Transportation

Author's Perspective:

"The CPM program has forced me to step back and rethink how and why I do things. This can be frustrating, as my habit is to feel that I don't have time to reflect and get my job done too. But the better side of me knows that identifying the 'big rocks' is critical."

~Kathy Howard, MS Department of Transportation

Author's Perspective:

"The CPM program was a great opportunity to acquire skills that are useful at work. I feel I have grown as both a person and a manager as a result of this program."

~Janet Lee, MS Department of Transportation

History:

The Mississippi Department of Transportation (MDOT) was created in July 1992 as the result of legislation that was passed to enhance the efficiency and coordination of state transportation agencies. This brought together into one agency the following transportation services: the Mississippi State Highway Department, Public Transit, Weight Enforcement, Rail Planning and Safety, Aeronautics and the Office of State Aid. With the passage of the MDOT legislation, the Highway Commission became the Transportation Commission, reflecting its expanded scope of duties. The Commission still consists of three elected officials, one from each Mississippi Supreme Court district.

Mission:

The Mississippi Department of Transportation is responsible for providing a safe intermodal transportation network that is planned, designed, constructed and maintained in an effective, cost efficient and environmentally sensitive manner.



MODEL PROJECT FROM THE STATE PERSONNEL BOARD Mr. Robert Bass, Executive Director

Benefit to the Agency

"Tina's CPM project provided each one of us at the State Personnel Board with eye-opening information on the potential exposure we all have to identity theft and the potential consequences of that exposure, at work and at home. With that information, she also gave us very practical, easily effected, advice to protect ourselves from this crime and its related financial costs. By making this information available to all employees, Tina's work will allow us to better serve our clients by keeping them informed of, aware of, and prepared for these risks. This project is an example of the often untapped creativity employees bring to their work, the benefits that state government can derive when that creativity is tapped, and why the CPM program is so important in offering employees an opportunity to do so and the improvements to our working environment that can occur as a result."

~Robert Bass, State Personnel Director, State Personnel Board

IDENTITY THEFT TRAINING CLASS

Author: Tina Hill-Walker

Project Synopsis:

Identity Theft is the fastest growing crime in America. There are millions of people who are victims of identity theft every year. Drawing on my own personal experience with identity theft and additional research, I created a presentation for my co-workers as well as an accompanying handout to inform them about identity theft, how it happens, how to protect their customers and themselves, and the steps to take if they find themselves a victim.

Author's Perspective:

"CPM is a fundamental part in keeping the public workforce competitive with the private sector. It is a training course that teaches state employees how to develop leadership skills in a way that could never be acquired though daily job responsibilities. CPM was a valuable tool for me as a young manager. It helped me build on and develop my natural skills into useful and powerful leadership tools that will assist me no matter what job I'm doing. The organizational and problem solving skills I learned especially helped me, not only to become much more productive at work, but assisted me in my personal life as well. I am very glad I attended."

~Tina Hill-Walker - State Personnel Board

History:

The Mississippi Classification Commission was established by the MS Classification Law of 1970. The Commission had the following responsibilities for the "classified service": 1) a classification plan, 2) a compensation plan and 3) certification of eligibility based on education and experience and/or examination. Prior to 1977, three separate merit systems operated in the state: 1) Public Health, 2) Public Welfare and 3) Employment Security. The MS Merit Council established during the Regular 1976 Session (House Bill 721) of the Legislature, combined the three merit systems in 1977.

In 1980, pursuant to Senate Bill 2200 (Regular Session, Mississippi Legislature), the Mississippi Classification Commission and the coordinated Merit System Council were consolidated to form one personnel system—the State Personnel Board. Mississippi Senators Crook, Mulholland, Smith, Maloney, Waldrop, and Dearing authored Mississippi's Personnel Law because they foresaw the benefits to be derived from having a statewide personnel system. Having all positions registered with the Board greatly facilitated the Legislature's capability to track state service expenditures for personal services.

Mission:

Our mission is to ensure a quality workforce by:

- Anticipating customer needs;
- Providing expert services;
- Delivering the best return on investment; and
- Exceeding our competition







PURPOSE OF LEVEL IV GROUP PROJECTS

Level IV of the Mississippi Certified Public Manager Program offers free consulting services to public agencies through the use of project teams. Participants in this level of training are divided into four to six member teams, assigned a project at a state agency which has requested consulting services, and required to develop a plan or recommendations for the agency. The teams are public employees that have diverse work experience and are highly educated. The projects range in scope from recruitment and retention strategies, combating negativity in the workplace, to developing and implementing dress codes. These services are a resource which can be utilized by all public agencies for development or revision of existing programs, policies, publications, or processes.

The following pages contain summaries of Level IV projects completed in 2005.

PROJECT TITLE:

PUBLIC EMPLOYEES' RETIREMENT SYSTEM PERS – MEMBERSHIP TECH III POSITION

Agencies represented on this team:

Boswell Regional Center
MS Department of Corrections
Hudspeth Regional Center

Mississippi State Hospital North Mississippi Regional Center MS State Personnel Board

Task:

Effective 12-01-2004 the State Personnel Board approved the establishment of the PERS Membership Tech III position. This position is in the job class series of PERS-Membership Tech I, PERS-Membership Tech II and the new position of PERS-Membership Tech III.

The position is eligible to be reclassified within the job class series. PERS has determined to move from PERS-Membership Tech I to PERS-Membership Tech II would be based on time served in the position, a person must be in the PERS-Membership Tech I position for 12 months and have a satisfactory performance rating.

A system for a PERS-Membership Tech II to move to a PERS-Membership Tech III has not been established. PERS feels that the requirements should be based on merit and not time served in the position.

The project team was asked to develop recommendations for the set up of a system which would allow an employee to move from PERS-Membership Tech II to PERS-Membership Tech III.

- Include General Public Sector Competencies in the PERS-Retirement Benefit Technician job classification
- Include Technical Competencies in the PERS-Retirement Benefit Technician job classification
- Conduct a formal interview process
- Utilize a promotion scoring instrument

PROJECT TITLE:

SECRETARY OF STATE'S OFFICE TRANSFER OF ELECTRONIC FILES

Agencies represented on this team:

Ellisville State School
MS Department of Environmental Quality
Information Technology Services

MS Department of Transportation State Tax Commission

Task:

The Secretary of State's Office has examiners and others who work in the field and need to transfer electronic files and information between the remote site and the agency network. Current set-up is not satisfactory or efficient.

The project team was tasked with developing recommendations for technological advances to allow complete remote commuting.

- Utilize the NetSilica, which is a software company dedicated to providing secure and simple network solution, to allow users to copy documents located on their local PC tablets to the server located in Jackson.
- Create an Information Systems Status Report to communicate status of project on a weekly or monthly basis.

PROJECT TITLE:

STATE TAX COMMISSION GENERAL ORIENTATION PROGRAM

Agencies represented on this team:

Boswell Regional Center
MS Dept. of Finance/Administration
Hudspeth Regional Center

North Mississippi Regional Center
Secretary of State's Office
MS State Personnel Board

Task:

This project team was tasked to develop an orientation program. The Mississippi State Tax Commission (MSTC) currently conducts a general orientation for new hires that is essentially a sign-up procedure. The new employee signs an appointment letter and completes tax documents, insurance forms, and retirement forms. A Human Resources staff member provides a brief description of how the MSTC is organized and explains and issues a copy of the following to each new hire: Employee Handbook, MSTC Policies and Procedures booklet, and brochures for the Credit Union, Deferred Compensation Plan, and the Employee Assistance Program.

Because such a large amount of information is given to new employees with only a brief introduction, additional orientation is needed. The project team was asked to develop a monthly or even quarterly orientation program (time frame driven by number of new hires) with greater information to employees who have had a little bit of time to form questions is needed.

- Conduct a quarterly six hour orientation program agenda with time frames and program participants (agenda included with team report)
- Cover Human Resources topics such as chain of command, policies and procedures, safety issues (evacuation plan), sexual harassment, employee status (probationary vs. permanent), promotion, raises, and leave
- Develop a "Frequently Asked Questions" handout to include in the orientation packet.
- Have divisions conduct and overview to include a written snapshot of each division.
- Conduct an agency tour to include the administrative area, divisions, break rooms, restrooms, etc.
- Develop an annual orientation schedule
- Explore a modular format to include written information and video presentation
- Complete and distribute the revised Employee Handbook to all staff

PROJECT TITLE:

MS DEPARTMENT OF TRANSPORTATION ADDRESSING EMPLOYEE MORALE ISSUES

Agencies represented on this team:

Boswell Regional Center
Information Technology Services
Mississippi State Hospital
North Mississippi Regional Center
MS Public Employees' Retirement System
MS State Tax Commission

Task:

The Department of Transportation has a permit staff operating under high stress conditions and low morale. These positions are entry level and perform customer service operations.

This project team was tasked with developing recommendations to create harmony between employees and external customers while upgrading the skill set of the employees.

- Conduct job specific orientation
- Conduct structured job training
- Develop a career ladder
- Install workstation lighting
- Create a formalized staff development program utilizing the Employee Assistant Program
- Create an internal, searchable "Frequently Asked Questions" resource
- Create an external "Frequently Asked Questions" to be established on the external web site
- Have senior staff conduct daily status reports
- Provide road status updates via scrolling message boards on centrally located monitors
- Allow for credit card payment by customers
- Increase awareness and usage of web-based permitting through out-sources advertising specialists
- Actively pursue mutually beneficial activities through public and private partnerships

PROJECT TITLE:

PUBLIC EMPLOYEES' RETIREMENT SYSTEM
PERS – REVIEW PROCESS FOR TRACKING INCOMING MAIL
FOR THE BENEFITS DIVISION

Agencies represented on this team:

MS Dept. of Banking/ and Consumer Finance
MS Bureau of Narcotics
Division of Medicaid

State Fire Academy
MS State Personnel Board
MS Dept. of Transportation

Task:

The Public Employees' Retirement System (PERS) requested that this Project Team review PERS' current process for tracking requests received through the U.S. Postal Service and by Fax and to make recommendations for alternative tracking methods to assist with error reduction in the tracking process.

- Customize the EXCEL spreadsheet to meet current data needs
- Add Genesis system and create forms that would make it possible to track mail and case managers within the current system
- Create a mail management sub-system within the new PERS mainframe system that would encompass data currently being entered into the spreadsheet
- Review current Performance Appraisal Review Report to ensure current error rates are realistic and measurable

PROJECT TITLE:

MISSISSIPPI STATE HOSPITAL REVIEW OF NEW EMPLOYEE GENERAL ORIENTATION PROCESS

Agencies represented on this team:

Juvenile Rehabilitation Facility Division of Medicaid North Mississippi Regional Center MS Dept. of Rehabilitation Services MS Dept. of Transportation

Task:

Mississippi State Hospital has requested that that this Project Team conduct a review of the general orientation process for new employees to ensure that they are meeting all minimum standards of operation for psychiatric hospitals, Department of Mental Health minimum standards, as well as Joint Commission for Accreditation of Healthcare Organization standards.

Specifically, the Project Team was asked to:

- 1) Review current Mississippi State Hospital policies of general orientation to ensure accuracy and that the policies adhere to all required standards.
- 2) Make recommendations on ways to make the general orientation process more effective.
- 3) Make recommendations on ways to possibly shorten the general orientation process.

- Create a program that is more interactive with new employees
- Create a feeling within each new employee that their new job is not just a job-but a calling to care for those that are unable to care for themselves
- Create activities that make the orientation experience more "people" oriented and less "lecture" oriented
- Add presentation by PEER/front-line workers to create a realistic approach to their jobs
- Add a motivational video
- Create an orientation evaluation form

PROJECT TITLE:

MS DEPARTMENT OF BANKING AND CONSUMER FINANCE TRAVEL ORIENTATION HANDBOOK FOR NEW EMPLOYEES

Agencies represented on this team:

Information Technology Services Division of Medicaid Mississippi State Hospital MS Dept. of Rehabilitation Services MS Dept. of Transportation

Task:

The Department of Banking and Consumer Finance requested that this Project Team assist them in developing a handbook to provide to new employees which details policies and procedures for in-state and out-of-state travel. This handbook was to include both agency and state policies as well as specific procedures, requirements, checklists, examples, FAQ's, etc. and be compiled in a manner so that all sections may be updated separately as needed.

- Assign one individual in Administrative Services the responsibility of updating the "master" Travel Handbook for the agency
- Copy only from the "master" Travel Handbook in order to reduce the risk of distributing inaccurate or outdated information
- Provide hard copy updates of the Travel Policy Handbook and distribute at the time of monthly travel submission
- Provide field examiners with individualized pre-populated travel vouchers which have the required personal information
- Provide the Travel Handbook and necessary forms to field examiners on CD ROM
- Launch a web-based application with links to all needed information
- A sample of the Travel Handbook was presented to the hosting agency during this Level 4 session

PROJECT TITLE:

HUDSPETH REGIONAL CENTER
WHAT CAN WE DO TO MORE EFFECTIVELY RECRUIT
DIRECT CARE STAFF?

Agencies represented on this team:

MS Dept. of Mental Health
Mississippi Development Authority
Mississippi State Hospital

North Mississippi Regional Center
MS State Tax Commission
MS Dept. of Transportation

Task:

Hudspeth Regional Center requested that this Project Team develop a plan with suggestions of recruitment ideas for Direct Care Support Staff. A copy of the job description along with additional agency information was provided to the Project Team onsite.

- Work with local community colleges or universities to develop a curriculum and/or include in a current healthcare curriculum a mechanism to encourage an internship to include on-the-job training, college course credits, and requiring at least 1 year in service to the employer
- Consult with current Direct Care Worker staff and ask for their assistance in recruiting family, friends, and neighbors who would be an asset to the Hudspeth family. Reward staff members monetarily for referrals that become employed and stay for at least 6 months
- Contact the WIN Job Centers for possible training opportunities and funding through state and federal programs.